

Fairfax County Redevelopment and Housing Authority

Strategic Plan

- ❖ **Mission Statement**
- ❖ **Statement of Shared Values**
- ❖ **Strategic Goals**

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Mission Statement

The mission of the Fairfax County Redevelopment and Housing Authority is to initiate and provide opportunities for Fairfax County residents to live in safe, affordable housing and to help develop, preserve, and revitalize communities through fiscally responsible and open processes.

Shared Values

The FCRHA has identified eight shared values as being fundamental to the success of its mission:

- To partner with the community, individuals, and public and private entities. Involve and include the public in the decision making process.
- To promote, develop, encourage and be responsive to community initiatives.
- To maintain and enhance professionalism and competency of Housing and Community Development staff supporting the FCRHA mission. To provide the best management, maintenance, and operational support for all projects and programs.
- To foster the integrity of the FCRHA and its programs by pursuing all ventures with open and honest communication and thorough community involvement.
- To empower the residents of FCRHA properties with the means to become as self-sufficient as possible, encouraging and facilitating movement toward financial independence beyond the need for FCRHA services, while recognizing the needs and limitations of the mentally and physically disabled, the aged, and infirm.
- To increase FCRHA support for revitalization activities, including becoming more involved in existing efforts.
- To provide, maintain, and preserve decent and safe affordable housing for low and moderate-income families.
- To be fiscally responsible in all FCRHA endeavors.

Identified Goal Areas

The FCRHA Commissioners identified ten goal areas that respond to their redefined mission statement and shared values. These goal areas provide the focus for drafting goal statements and action steps that identify the "who" and "how" of goal attainment, and set initial outcomes. The identified goal areas represent three general categories of strategic objectives:

For Providing Services to the Community

- Timely Provision of Safe, Clean, and Affordable Housing
- Successful Opportunities For Revitalization
- Promoting Self-sufficiency

Achieving Business Standards

- Financial Strength and Reputation
- Organizational Structure and Business Practices
- Technology

Establishing and Maintaining Business Relationships

- Citizen and Community Input and Ownership
- Communication
- Openness and Transparency of Process
- Strong Relationships with the Board of Supervisors, Planning Commission, EDA, etc.

FCRHA Goal Statements

Following the review, discussion, and revision of each individual goal area, the FCRHA adopted goal statements to serve as guidelines for future planning and decision making. These goal statements are as follows:

Housing Goal

GOAL STATEMENT: Provide the opportunity for Fairfax County residents to obtain safe, clean housing in a reasonable amount of time.

ACTION STEPS:

1. Preserve & Increase Low & Moderate Income Housing Stock:
 - Apply for, and issue, additional Section 8 housing choice vouchers based on need
 - Preserve low income housing stock
 - Continue programs to renovate existing FCRHA housing stock
 - Anticipate future affordable housing needs (as defined in Fairfax County's Comprehensive Plan) based upon economic and demographic growth predictions for Fairfax County
 - Provide additional housing opportunities for seniors and for others with special needs
2. Develop Partnerships & Provide Resources:
 - Create opportunities for developers to build below-market-rate housing. For example, seek state legislative approval to implement a pilot project offering sales tax exemptions for construction materials for below-market-rate housing, in specific demonstration neighborhoods such as areas with a high percentage of business development
 - Earmark and leverage creative resources to help public and private sector developers obtain lower cost financing for rehabilitation or construction of affordable residential properties
 - Partner with local banks to market flexible financing for purchase of housing by low and moderate-income families and individuals
 - Market First-Time Homebuyers Program to *all eligible* residents of Fairfax County, in addition to the current, annual marketing to residents of FCRHA rental subsidy programs
 - Provide greater incentives to landlords to rent to Section 8 housing choice voucher holders
3. Act as a Catalyst:
 - Provide incentives, create competition, and consider financing new and innovative housing concepts for low, moderate, and mixed income levels
 - Encourage appropriate County agencies to modify codes and ordinances to allow innovative designs for low, moderate, or mixed income housing
4. Provide and enhance security of public housing properties:
 - Conduct security audits of public housing properties
 - Continue use of grant funds for drug prevention and safety management

Housing Goal (continued)

WHO:

- FCRHA Commissioners
- HCD Staff
- Fairfax County Agencies
- Individual Communities
- The Board of Supervisors
- Other related parties including developers, builders, financial institutions, residential owners/managers and non-profits

WHEN:

As soon as possible

OUTCOME:

- Low and moderate housing units are preserved and improved
- A greater number of Fairfax residents will obtain safe, clean and affordable housing
- Number of units lost or preserved
- Number of units at risk
- Additional housing will be made available
- Residents pursuing home ownership for the first time will have a greater opportunity to purchase

Revitalization Goal

GOAL STATEMENT: Increase FCRHA support for revitalization activities by building on, and becoming more involved in existing efforts and intensifying/increasing FCRHA activities that support revitalization and entrepreneurial initiatives for the residents of Fairfax County.

ACTIONS:

1. Identify and clarify FCRHA roles in revitalization
2. Increase level of effort in current and on-going revitalization efforts
3. Identify FCRHA tools
4. Develop specific plan for how FCRHA tools will be used and how FCRHA will fulfill its role in revitalization and other areas as appropriate
5. Analyze adequacy of tools and improve/strengthen/invent better tools as appropriate
6. Increase budget

WHO:

- FCRHA Commissioners
- HCD Staff
- Fairfax County Agencies
- County Executive
- Other related parties including community groups, business owners, and residents

WHEN:

Develop plan to increase FCRHA revitalization support by March 2001. Build on existing efforts

OUTCOMES:

- Measure increased economic vitality in each concentration area
- Identify FCRHA activities that increased economic vitality

Self Sufficiency Goal

GOAL STATEMENT: Increase the self sufficiency of FCRHA residents by developing individual self-sufficiency plans with appropriate residents and then assisting those residents to achieve the objectives in those plans.

ACTIONS:

1. Develop categories of FCRHA residents for different self-sufficiency approaches.
 - Match residents with approaches. For example, job development, home ownership, education, health, etc.
 - Develop individual self-sufficiency plans with specific residents
 - Link residents with resources
 - Measure progress against goals
2. Increase level of self-sufficiency, and in doing so also decrease the average subsidy amount and increase the rate of unit turnover in both the Section 8 and Public Housing programs. To accomplish this the FCRHA plans to set in motion a four-step action plan. It is the goal of the agency to conclude the planning phase by year 2 of this plan and begin implementation in year 3. These steps include:
 - Analyze the characteristics of applicants and participants in the programs and develop affordability indices for various types of families
 - Determine targets for those to be served (within HUD required targeting parameters)
 - Examine a variety of strategies to reach these goals--included in this step are researching national models and HUD pilot programs
 - Implement strategies, some of which may include: revisions to waiting list priorities, securing and providing greatly enhanced supportive services, increasing deductions on earned income or income from second wage earners, and establishing time limits and/or maximum subsidy limits for participants
3. Provide or attract supportive services to improve assistance recipients' employability:
 - Encourage computer learning centers on or near public housing properties
 - These learning centers will provide the opportunity for employable residents to develop skills related to typing, resume writing, data processing, and computer software programs, with the goal of increasing the residents' chance of obtaining employment
 - Job preparedness and career planning would be incorporated into the training curriculum

Self Sufficiency (Continued)

4. Continue allowing eligible households to use additional resources to supplement income to obtain affordable, private-market housing, e.g. federal Section 8 rental assistance and other federal, state, and local programs

WHO:

- FCRHA Commissioners and HCD staff
- Fairfax County agencies, social service providers, educational institutions, employers
- Partnerships with public and private entities and HCD

WHEN:

Develop basic strategy in FY 2001

OUTCOMES:

- Measure progress against objectives established in individual self-sufficiency plans
- Increases in average income
- Increased rate of unit turnover
- Decrease in subsidy payments
- Pilot exit interviews

Financial Strength and Reputation Goal

GOAL STATEMENT: Maintain an organizational structure that implements fiscally responsible financial policies that assure the continued strength and reputation of the FCRHA.

ACTIONS:

1. Develop financial forecasts and budgets that are comprehensive, accurate and realistic
2. Maintain a thorough working knowledge of state and federal policies, regulations and programs
3. Undertake projects which have been thoroughly analyzed, display a well-defined need and demonstrate a reasonable risk
4. Develop project financial structures that maximize the leveraging of available funds
5. Develop strategies that encourage private and non-profit participation
6. Implement policies and programs that encourage self-sufficiency
7. Develop an analysis procedure that provides decision points where the decision to not pursue a project can be made early on
8. Provide continuous evaluation of programs and policies to assure measurable financial efficiency and productivity
9. Monitor programs to assure regulatory compliance
10. Nurture our relations with customers and vendors

WHO:

- HCD Director, officers and staff
- FCRHA Board
- FCRHA Finance Committee

WHEN:

Continuous

OUTCOMES:

- Maintain or increase the financial effectiveness of the FCRHA's programs and policies through measurable means
- HUD report ratings
- Success in getting bonds
- Analysis process and procedures for decisions

Goal for Organizational Structure, Management & Business Practices

GOAL STATEMENT: Maintain an organizational structure and adopt business practices that maximize efficient implementation of the FCRHA Strategic Plan's objectives and priorities.

ACTIONS:

1. Periodically (at least every 5 years) review organizational structure (HCD) and Committee structure (FCRHA) and business practices in light of currently adopted strategic plans
2. Reorganize/realign structures/practices as required
3. Periodic requests for external and internal feedback
4. Continue requiring high standards for the management/maintenance of FCRHA housing units
5. Redefine and consolidate methods of compiling waiting lists for Section 8 and Public Housing
6. Assist private sector, low-income housing managers to consolidate their waiting lists
7. Provide management the ability to list their available units on a countywide system, so vacancies are filled quickly
8. Encourage private sector housing managers to do criminal checks prior to renting

WHO:

- HCD Director
- County Executive
- FCRHA Committees

WHEN:

Immediately, and continuing every five years thereafter.

OUTCOME:

- Appropriate balance of resources to mission (e.g. Revitalization vs. Housing)
- Feedback mechanisms are in place and used

Technology Goal

GOAL STATEMENT: The FCRHA/HCD incorporates and maintains up to date Information Technology (IT) solutions in its business and communications functions.

ACTION:

1. Identify and appoint an experienced Chief Information Officer(CIO). Provide or outsource staff necessary to support IT functions
2. Assess existing IT structure and infrastructure
3. Provide IT equipment (networks/PC's/mainframe etc.)
4. Upgrade technology and eliminate manual record keeping
5. Improve FCRHA web site, with the ability to download applications for assisted housing

WHO:

- HCD Director
- HCD CIO & IT Staff
- FCRHA
- BOS-Approval & resources

WHEN:

Full assessment and IT plan within 24 months of Plan adoption and continuing thereafter

OUTCOME:

- Increased efficiency
- FCRHA commissioners are able to see big picture at a glance
- Increased communications with public – customers – other government agencies
- Requesting housing assistance will be less burdensome - fewer complaints; less time to process

Goal of Citizen/Community Input To And “Ownership” of FCRHA Programs

GOAL STATEMENT: The Fairfax County Redevelopment & Housing Authority shall invest in the recipients of its programs and give all citizens a sense of ownership in the agency which shall be engendered through the mutual exchange of ideas and information.

ACTIONS:

1. A “public ownership” plan shall be developed and implemented upon approval of the FCRHA
2. The plan shall provide for, at a minimum, periodic and ad-hoc information dissemination policies relating to the FCRHA’s activities, opportunities, and financial condition
3. Annual meetings on the plan, in conjunction with the Supervisor, in each of the magisterial districts
4. The plan shall provide for mutual information and a flow of ideas among the various “shareholders” of the FCRHA to include the Board of Supervisors, the various news media, citizen groups, interested individuals, and organizations both public and private
5. The plan shall provide for its implementation through written reports, audio-visual presentations by Commissioners and staff, use of the Internet, and through participation in exhibitions, fairs, etc.
6. Submit an annual report on the progress of the plan

WHO:

- The FCRHA Chairman
- County Executive
- HCD Director

WHEN:

A draft “public ownership” plan shall be presented to the FCRHA for review within FY 2001. Upon implementation, the plan will be reviewed, initially, on a quarterly basis by the designated officers who will make recommendations for modifications to the FCRHA Committee of the Whole.

OUTCOMES:

The success of this goal will be measured through comparison of items, such as the following, over designated comparative time frames:

- Annual review by the FCRHA Committee of the Whole
- Number of requests for presentations from community and organizational groups
- Change in the rate of negative communications and the nature of inquiries to the FCRHA/HCD
- Response of the Board of Supervisors to requests of the FCRHA

"Community Ownership" (Continued)

- Number of requests for information, by program
- Number of initiatives received/implemented which originated from the various communities
- Requests for professional advice and financial partnering from revitalization areas
- Nominations for awards given by local community groups
- Increased positive feedback from the community
- Number of meetings with the public
- Increased number of opportunities for the public to provide feedback
- Provision of opportunities for public comment on FCRHA programs and goals

Communications Goal

GOAL STATEMENT: The Fairfax County Redevelopment and Housing Authority will ensure that all residents of this county have access to the information available concerning the housing and revitalization needs, opportunities, successes and concerns for our community.

ACTION STEPS:

1. Provide regular media releases on FCRHA and HCD news and timely press responses
2. FCRHA “Mission” minutes
3. Enhanced FCHRA News
4. Produce an annual report
5. Commissioner visits in and contacts with the community
6. Presentations at Supervisor “town meetings”
7. Maintain communication with each Commissioner’s Supervisor
8. Develop a uniform “sound bite” for FCRHA Commissioner distribution
9. Develop a communication channel with Economic Development Authority and other appropriate groups between the FCRHA and BOS
10. Work with Department of Information Technology (DIT) to include housing and revitalization on Geographic Information Systems maps (GIS)
11. Promote and market FCRHA projects and programs

WHO:

- Commissioners shall coordinate with and participate in HCD Public Relations office affairs
- Encourage Supervisors to be advocates for and communicators of RHA activities and interests

WHEN:

- Each RHA meeting shall allow a free exchange of information and discussion of public relations needs and opportunities
- Provide current information regarding changes and new developments to all elected County leadership, departments, committees, task forces, and commissions

OUTCOMES:

- Annual report issued
- Timeliness of press responses
- Number of web hits/inquiries
- Coverage of FCRHA meetings
- Number of articles, News In Brief, and press releases

Goal of Openness and Transparency in Operations **And Decision-Making**

GOAL STATEMENT: To build and maintain a working relationship between the FCRHA Commissioners and the County Staff, whereby major decisions are made by the Commissioners and those decisions are implemented by the staff in an atmosphere of trust and full disclosure.

ACTION STEPS:

The working relationship between the FCRHA and the County staff will be defined by the following actions:

1. For all issues, County staff will provide all available information to the FCRHA Commissioners, and will provide this information in a timely and objective manner
2. The FCRHA will receive such information from the County staff in a spirit of trust and in the context of a professional working relationship
3. The FCRHA Commissioners and County staff will endeavor to make decisions and operate the Authority in an atmosphere of openness, honesty and full disclosure to each other and the public

WHO:

- The FCRHA Commissioners
- HCD staff

OUTCOMES:

Decisions will be made and not postponed

Organizational Relationships Goal

GOAL STATEMENT: Develop a stronger and more cooperative relationship with other Fairfax County Agencies with comparable goals and objectives.

ACTIONS:

Joint meetings will be scheduled semi-annually. All FCRHA Chairpersons will encourage the participation of their members. An agenda will be agreed upon and relevant to current issues, i.e. budget during the budget cycle.

In coordination with HCD, Commissioners shall provide a semi-annual briefing before the BOS, County Executive (and deputies), and Fairfax County Department Executives and staffs (i.e. Department of Family Services)

Commissioners shall invite “presentations” from County-wide task forces, commissions, and committees for an exchange of information (i.e. Homeless Oversight Committee, Human Services Council, Fair Housing Task Force, etc.) at regular FCRHA meetings

WHEN:

This program will be continuous after the initial start of April 1, 2001

WHO:

- Redevelopment and Housing Authority
- Board of Supervisors
- Planning Commission
- Economic Development Authority
- Small Business Advisory Commission

OUTCOMES:

- Be proactive in planning, motivating, stimulating, and creating interactions with the Board of Supervisors (BOS), the Planning Commission, Community Services Board (CSB) and the Economic Development Authority (EDA)
- Broaden communications with BOS, CSB and EDA to more effectively identify the changing requirements within Fairfax County
- Develop a cooperative spirit that will more effectively utilize resources to assure timely application and management of new knowledge and technology
- The FCRHA will monitor the program for one (1) year to determine its effectiveness. It will report on the activities of the joint venture in terms of the number of combined projects, cooperative agenda and special efforts that were accomplished; and the amount and quality of intercommunication that was generated

Organizational Relationships (Continued)

- While this endeavor may establish linkages and encourage a more cooperative and closer working relationship, the major value of this operation will be its contribution to improving the quality of life for all citizens of Fairfax County

Summary of Strategic Planning Process

Beginning in May of 1999 and continuing through May 2000, the FCRHA conducted a series of meetings devoted solely to the consideration and revision of its Strategic Plan. Through a facilitated process, the FCRHA redefined its mission statement, identified its shared values, selected goal areas that reflect these shared values, and developed goal statements to guide future decision making. The products of this planning effort are reflected in this document.